

CORRECTED VERSION

RURAL AND REGIONAL COMMITTEE

Inquiry into rural and regional tourism

Swan Hill — 1 August 2007

Members

Ms. K. Darveniza

Mr D. Drum

Ms W. Lovell

Mr R. Northe

Ms G. Tierney

Mr J. Vogels

Chair: Mr D. Drum

Deputy Chair: Ms G. Tierney

Staff

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Witnesses

Mr G. Gray, director, development and planning, and

Ms J. Cousins, marketing officer, Swan Hill Rural City Council.

**Necessary corrections to be notified to
executive officer of committee**

The CHAIR — Thanks very much for coming along today. This is the Rural and Regional Committee's inquiry into rural and regional tourism. It is an all-party parliamentary committee. All evidence given today at this inquiry is protected by parliamentary privilege, and that parliamentary privilege is provided by the Constitution Act of 1975, the Parliamentary Committees Act 2003 and the Defamation Act 2005. Any evidence given outside this building is not protected by parliamentary privilege.

Before you start your presentation, if you could just give us your full names and addresses and also the name of the organisation you are representing, and then we can proceed with the evidence. If you could leave some time for questions from the committee at the end, that would be great.

Mr GRAY — Thank you, Mr Chair. I am Geoffrey Gray, director of development and planning for the Swan Hill Rural City Council.

Ms COUSINS — Janelle Cousins. I am the marketing officer with the Swan Hill Rural City Council.

Mr GRAY — Thank you, Mr Chair and members, for the opportunity to address you on an issue which the council in particular considers very important. Swan Hill, along with its brother councils along the Murray, sees tourism as one of the essential prerequisites to the sustainability of our region. This municipality has a lot of economic activity. We have had hundreds of millions of dollars invested in agriculture and value-adding over the last four or five years, and in the next couple of years through managed investment schemes we will probably have a lot more, proposed and otherwise.

On the one hand we have got that level of activity stimulating the economy; on the other hand, though, we have a sector within our market that is dedicated to tourism and supporting tourism — by that I mean our motels, our caravan parks, our cafes, our restaurants and our tradesmen. Our view within council is that everyone is involved in tourism at some level to support it or to engage in it, and council takes the view that it is extremely important.

Part of the matters that Janelle will talk to at length is that Swan Hill, although not unique, initiated a special rate charge through Swan Hill Incorporated. Council collects on behalf of Swan Hill Incorporated a quarter of a million dollars annually, and that is used specifically for the marketing of this region for tourism and economic development. Although not unique, there are not many councils that I know of that can raise that level of revenue for that specific purpose. I make the point that this was initiated and driven by the business community.

I really want to get that on the table because, more importantly, we do not seem to have the support within government to match that funding and get more bang for our bucks. Essentially our submission is going to be along the lines of what bang for our bucks we get.

The threats that we see from a council perspective obviously include access. Because we do not have a commercial airport, most of our access is through the motor car, and we believe the price of fuel has impacted adversely on our tourism, as with most areas within regional Victoria and regional Australia.

The other issue that we believe has impacted on us is obviously cheap air flights. I do not know if this is a common theme, but when you can fly to Hobart for \$45 or to Sydney for \$30, that is quite attractive, especially to our major market segments, which are city based. We are competing in a more competitive environment. The analogy I use is that I get my wife, we sit in the car, we throw the average 2.5 kids in the back seat, I have \$1000 in my pocket and I say 'We're going somewhere. Where do we go?'. What we are looking at from a council's perspective is: what is our point of differentiation within the marketplace? One of the major issues that we have that we have been talking to the government about is our pioneer settlement, which was a gift from state

government to local government. It could be said it was a poisoned chalice, Mr Chair, on our initial estimates. Council also has the *Pyap*, which cruises up and down the river.

Council has a major tourism asset, which, to be quite honest, is really not one of council's core activities. If we had another half hour, Mr Chair, I would go on to cost shifting. But council has embraced that, and we have undertaken a study through SKM. We estimate that to revitalise something like that to act as an attractant to get tourists back into Swan Hill will take many millions of dollars, according to our strategic planning project.

We also find that we have issues with the state government. We have something that is unique — everything down at the pioneer settlement is unique and it is real — and Ballarat has what passes for it, what I call built heritage, receiving such support from the state government. Notwithstanding that it is a state icon and a national icon, I think it is short-sighted of government not to actually embrace the pioneer settlement and see that there is an overall strategic necessity to have places like it in rural Victoria.

On that note, Mr Chair, I will defer to my colleague. We will talk specifically about our submission, and then we would welcome any comments from the members.

Ms COUSINS — I will talk to your terms of reference, if that helps. With regard to the first dot point, which is:

the economic benefits of tourism in regional areas, including flow-on benefits to other regional businesses and industry.

One of the issues that we have here is that we are in a small-sample-size region. It is really hard to get accurate data on the visitors who are actually coming to the Swan Hill region. They are breaking it down to municipality data now, which includes Robinvale, but often we have been lumped into the Murray area, which you would know extends from Mildura to Albury and which does not really give us a true reflection of the people who are coming here.

The other impediment we seem to have is that the funds that we raise from the business community are primarily used for marketing the region. Research and development can be an expensive thing to do, so we need some more support in that area, whether it be through Tourism Research Australia or Tourism Victoria and their research departments, to help really nut down our small sample size and get a true reflection of who comes here. That could be obtained through accommodation providers by getting some sort of standardised system that they all link into to provide that data. Some people are doing data collection quite well here, and others do not really worry about it at all, so we need some sort of thing that you could implement across the whole industry and then also across the state. It would then be easy to compare with other regions as well, so everyone could get a true reflection of who is coming and why, and that sort of thing.

I turn to the second dot point in your terms of reference:

potential impediments to the sustained growth of regional tourism, economic activity and jobs.

Geoffrey might want to elaborate on this, but we had in our submission to talk about the river precinct master plan and the development of the river area. Swan Hill is very disconnected from the Murray. A lot of people come here and do not realise that the Murray River is actually flowing right past the doorstep.

There are committees through council that are looking at opening up that area. We have a railway line in the way, for a start, and so trying to actually link Swan Hill to the river and open up that area so that there are things down there, eateries and that sort of thing, has been something that we get a lot of comments on from visitors and the local community who want to utilise that area more — to get down there and have a link to the fact that we are on the Murray.

I want to talk about the drought and media: the effect that the media has had on the issues that we are facing here. I am a member of the Murray Campaign Committee, a campaign committee out of Tourism Victoria that is set up to market the campaign regions. That committee includes representatives from Mildura, Swan Hill, Echuca, Cobram, Albury, Corowa and interstate. It is a dual-state government initiative with Tourism New South Wales and Tourism Victoria.

We have been talking around the table for a number of months now about this issue. The Murray has been written up in a number of national newspapers over the last 12 months as being dry and dying. There have been TV media reports as well. The Murray Campaign Committee has actually spent in excess of \$1 million in the last two to three years on developing a new brand for the river, because the Murray is actually a new campaign region — the river used to be made up of three.

A lot of work and investment has been put into the development of this brand, but it has been knocked on the head by these bad media reports. The river has never stopped flowing, and we all know that. We have had our houseboat operators experience declining visitation and cancellation of bookings due to the perception that there is no water in the river. That can even be an on-flow — from the fact that I know Swan Hill was on the TV one night as having no water, and some Echuca houseboat operators actually got cancellations from that media report. It flows on along the river.

Mr GRAY — What we are really going on about is the perceptions that have been peddled down in Melbourne. Council has its own water right to pump from the Murray, rural water, and essentially this was a green oasis. There seemed to be a lot of emphasis on Lake Wendouree in Ballarat; that it was dying and they were putting paths across it. There were different media reports on the effects of the drought.

I am not diminishing the effects of the drought, but even some of our broadacre farmers had exceptionally good seasons. We did have rains through last year, so we knew there was cash flow there. The abundance of water obviously was not there. However, it seemed to be within the CBD that a drought was uniform and its effects seemed to be uniform across Bendigo, Ballarat, Geelong and the major centres and just rippled out from there.

The CHAIR — Geoff, that is consistent with the evidence we received yesterday in Mildura. In effect you have been very consistent with that.

Ms COUSINS — One of the most frustrating issues I guess is to see the instant support — I know it is still devastating to experience bushfires and floods and those sorts of things — but to date we have not received any support from the state government through the Murray Campaign Committee to help counteract these issues with the media and people's perceptions, but we see instant money being thrown at other regions when there is a more, I guess, instant-type disaster. We have been grappling with these media reports for over 12 months now, and nothing has come of it.

I want to talk to no. 5, which is on the opportunities to leverage private investor and commercial activity in regional tourism infrastructure, including ecotourism. Firstly, we have identified, and council has in its long-term plan, to develop ecotourism all along this area. We have actually looked at developing, in consultation with Parks Victoria, DSE and the relevant organisations, a walking/biking trail between Lake Boga and Tooleybuc. That is something that we would probably like support for in terms of funding and actually helping to get it off the ground logistically, as well as working with government departments so that it is more streamlined in actually getting it off the ground. That is certainly something that council is interested in developing over the next few years.

Another icon of our region is the Lake Boga Flying Boat Museum and Lake Boga itself. The Lake Boga area is an outstanding asset to Swan Hill, and it is used as our aquatic playground. The Murray River here is a more natural section of the river, and we do not get the houseboats, ski

boats, jet skis and things that you might find in Mildura. Lake Boga is very popular for skiing, yachting and those sorts of things.

At the moment we have the Lake Boga Flying Boat Museum on the foreshore, and there is a large Catalina plane that is deteriorating due to weather because it is not under cover. Several funding submissions have been made to different organisations to provide and fund a large hangar for the aircraft. This is a large asset to the Lake Boga community and certainly the Swan Hill region. There are items there that date back to World War II when it was a flying boat repair depot, so it is certainly an icon that we want to see hung onto in the Swan Hill region, and to have that whole Lake Boga foreshore area redeveloped into an attractive place for people to visit.

Mr GRAY — In conclusion I would like to say that we understand from the council perspective that we might sound parochial in trying to push our own product and our own ratepayers, but we are very mindful that we are in a very collaborative situation with our brother councils. The point that we often try to stress is that you, as tourists, do not go driving along the road when you are in Gannawarra shire and suddenly hit the brakes and say, ‘My god, we are nearly in Swan Hill, let us turn around’. You are going on a journey, and we are very mindful that in the minds of tourists local government in itself is probably an absolute irrelevance, but the tourism and tourism experience is not, and it goes across council areas. We try to work collaboratively as much as possible both at the state and local levels.

Mr VOGELS — I was surprised yesterday in Mildura, and today I am surprised that you are doing the same. You are saying that you have got a differential rate or a special rate to raise funding for tourism. Are there any other councils in Victoria that do that, apart from yourselves and Mildura, because I think it is an excellent thing you do, and I would really think of it as dollar-for-dollar funding.

If councils are game to tackle their ratepayers and say, ‘We are going to have a differential rate to help promote tourism’, and you raise \$250 000, I think it would be great if other governments, either federal or state, could come on board and actually match it, because that could give every council incentives to start doing the same sort of thing. You would actually get some matching funding. You are doing the hard yards and you are being rewarded by some top-up funding. That is one thing I have learnt so far. And thanks for this excellent report Janelle, it is very interesting.

The other big-picture item from yesterday, and again today, is infrastructure funding, which at the end of the day has to come not from local government, because you will never be able to do it. You need to get it from somewhere else. Those are just some comments.

Mr GRAY — We are unique. In my history, whilst I was working in New South Wales on the far South Coast, I proposed to Bega at one stage to put up a special rate for a variety of reasons including marketing reasons for the Merimbula region. I think I recovered from the knife wounds after about six months, because it was not embraced. It was not understood. I am not aware of other rural councils, but I know that a lot of metropolitan councils have special rates on their strip shopping areas, so they are not unique. I think the Yarra Valley has a few for specific geographic areas, like we have. The path that you have to take to get it through in local government, with its other competing demands, is very, very hard.

You raised the issue about infrastructure. Obviously as members of Parliament you hear this from your local councils all the time, but as with every other council, we have a real infrastructure gap. We try to address that. At the same time, as we have reflected in the submission, we have assets like the Tyntynder Homestead and the Pioneer Settlement that require massive injections. Our councillors — as you as parliamentarians do — have to weigh up where the money goes. There is only so much money in the pie. As councillors in the area that they exist in, roads, rates and rubbish are the priority.

Ms DARVENIZA — Given that there is a pie and there is not a bottomless bucket of money, why should the council and the state government put money into rejuvenating the Pioneer Settlement? What is in it for the council? What is in it for the area?

Mr GRAY — Thank you for the question.

Ms DARVENIZA — Briefly, three main things that are in it.

Mr GRAY — Okay. What I think it provides is another level of sustainability for our local economy.

Ms DARVENIZA — Jobs?

Mr GRAY — Jobs and the flow-on benefits. Secondly, it opens up the opportunities for further investment. If people see a vibrant and dynamic Pioneer Settlement, then maybe we have got an unsatisfied demand for accommodation and we have got an unsatisfied demand for food and eateries, so you get that flow-on benefit, which is one of the principles that you have looked at. A third one? I will hold off on a third one. They are the probably the two major ones.

Ms DARVENIZA — What are the chances of it really flying? How big a risk is it?

Mr GRAY — The Pioneer Settlement?

Ms DARVENIZA — As an investment. Because it has been there and it has kind of died. What has convinced you, because I think you are convinced, that it is a goer if the council can convince the state government to invest money in it? What makes you think that it is a tourist attraction that people will still want to come to?

Mr GRAY — Anecdotally I would suggest that people in the modern day want to get back to their roots. I think there is still this thing about our rural landscape and the battler and the bush, and there is a lot of history associated with this. I raised the point about Sovereign Hill in Ballarat. That is built history. To me it is like a Disneyland-type place; it is not real history. This is real history; everything down there is original. The state government has taken it on board and it continually reinvents itself. The only reason that somewhere like Sovereign Hill has sustained itself is that there have been massive capital injections to broaden the attraction year after year. That model that you alluded to with the state government is reflected in Sovereign Hill. Sovereign Hill is a success because of that.

What has happened down at the Pioneer Settlement is that it has been handed to the council from the state government and there has not been that injection. It has just been doing the maintenance and the maintenance. We still get massive numbers of school groups, because it is seen as a tool in education. But it needs to be relevant and it needs to be modernised. Generation Y kids, like my kids, go there and it is boring, and they will tell you it is boring. It really needs to reflect that there is both an education benefit and an entertainment benefit, and there has to be a reason for people to make that decision to say, 'We want to go to the Pioneer Settlement' or 'We want to go back there'. The only way you can do that — on my thinking — with the way people think today, is to reinvent it but at the same time not lose its core values.

Ms DARVENIZA — So with all the money you might have to spend to rejuvenate it, you think that that would be the best way to spend money in this area for tourism and that there is no other better way? And you have already said in your submission that it will take a big injection of funds not only from the council but also from either the state or federal government. So if they were going to give a big injection of funds, that is where you would want it?

Mr GRAY — Through you, Chair, that is a very valid comment because even at the council level there was — as I think the terminology is — full and frank discussion as part of the process of whether or not the council would shut it. That has been on the table. The council has

gone through that whole thing and looked at all alternatives — not spending any money on it; leaving it and shutting it; or embracing it and saying, ‘How can we get this up to 2007 and onwards?’. Council has taken the view that we need to take it to 2007.

On the evidence that we have from our tourism operators, even if people come up to play golf at Murray Downs, and I am not trying to be sexist about this, the guys are out there bashing around the golf ball — and women play golf also, but they do not play golf all the time and they look for other things to do, and the Pioneer Settlement is seen as a must-see attraction when you come to Swan Hill. We have also had anecdotal evidence that people who came up here when they were in grade 5 — and these people are now in their 20s and 30s — have gone down there and said, ‘It hasn’t changed’. We have had quite a few.

Mr VOGELS — You have often mentioned the education at the Pioneer Settlement. Have you looked at whether the education department is interested in putting some dollars towards it?

Mr GRAY — At the moment — through you, Chair — we are looking at, before we go there, council having to get in its own mind what its master plan, what its vision, is and actually translating that into what is going to be built down there. The point that Kaye makes is quite valid. Until council can get there and say, ‘We want to build X, and it is going to cost \$1 million’ — council is budgeting half a million for this, hypothetically — ‘and we want the state government to come in through the Regional Infrastructure Development Fund’ or whatever, they will not do that unless the sums add up.

Ms DARVENIZA — In the full and frank exchange that you had coming to the view that you wanted to get behind it, were dollars talked about — how much council would be prepared to put into it to make it happen?

Mr GRAY — Off the top of my head, and this goes back to conversations that took place 12 months ago, council was talking in terms of millions of dollars over several years as council’s commitment, but that was predicated on it being co-funded with either state or federal money. Council, I would suggest, is of the view that it could not, on its own, revitalise that facility.

Ms DARVENIZA — But it could get into its own coffers for up to a couple of million dollars?

Mr GRAY — Over time. That is the decision of council — sorry, that is the discussion of council, not the decision of council.

Ms TIERNEY — Janelle, you made mention of the need for support for research and development, and there are some bullet points in the submission. Have you had an opportunity to see what is available in the market in respect to data collection? Would it fulfil your needs; and what is the cost? And will you be able to get accommodation providers to buy into and be disciplined enough to feed the information into it, as well as other tourist operators?

Ms COUSINS — We have looked into it, and as I said, Tourism Research Australia is the organisation that holds most of the information. It can provide some information. I think it costs around \$75 a quarter, so it is fairly accessible. The last lot of data I got, which goes back over the last six years, still does not give a true reflection of our region. It includes other subgroups — it goes into New South Wales when the region is defined. It is a smaller sample size, but it is still not a true reflection, I believe, of the people visiting the actual Swan Hill municipality. I would like to delve a bit deeper.

I have talked with Tourism Research Australia on this, and it just seems, because it is such a small sample size, that that data is really inaccessible. That is why I have gone to my point about trying to get tourism operators to put some data into some sort of system which would then chew out some reports. There is probably more of a chance of that happening now than there was probably

five years ago. It has taken a long time for some of the tourism industry to get to — because most businesses and accommodation houses are run by couples or are owner-operator-type businesses.

The internet and that sort of thing have progressed. It has not been, I guess, a top-of-mind type of thing, but a lot more tourism operators are now looking into things like wotif.com and other accommodation websites where they need to go in daily to update their rooms and different things like that. If you had asked me that question a few years ago, I probably would not have even suggested it, because there probably would not have been a hope that they would log into some sort of system, but I think now there is probably an opportunity, with the right education process, that something could be rolled out.

Mr NORTHE — A great submission, by the way; fantastic. In relation to the visitor information centres, certainly in some of our previous public hearings, we have found that many of them are run by volunteers and some have full-time staff and the like. Could you just elaborate on the Swan Hill visitor information centre and what services it provides?

Ms DARVENIZA — Your beautiful visitor information centre.

Ms COUSINS — Thank you. It has just turned two — in July this year. It is a council-run visitor information service. It is on two storeys. Upstairs is council's economic development unit, and the visitor information service is a function of the economic development unit. There is one full-time visitor information centre coordinator, who works Monday to Friday, and two part-time, casual information officers who share the rest of the week. We have about three casual staff as well. There are currently no volunteers that the centre is run by. The types of facilities we run there have not really allowed for implementing volunteer systems. We are looking at maybe passing on other jobs.

The information centre is the place where people come to get their local theatre tickets for shows at the town hall and those sorts of things, so we get a lot of locals using the facility as well. All shows are booked here. We obviously provide information to visitors on the region, we provide information to locals on other destinations around Victoria and Australia and we provide a place for local tourism operators to promote their products, either through our window displays, which are usually used for local events or — —

Mr NORTHE — Sorry, Janelle, in terms of booking accommodation and the like, is a service provided here in the information centre?

Ms COUSINS — No, it is not at the moment. It is something that we are looking into. It is not a function that the information centre has performed in the past, but we are working with a company at the moment to implement something through our website which would see that happen. We have seen the success that other information centres have. It is certainly quite a large revenue-raiser for some visitor information centres. We also provide a large range of local merchandise here. We have also got a liquor licence, so we sell a lot of wine here, as well, for the more boutique-type people who grow wine in the region. A lot do not have cellar doors, so we provide an outlet for those sorts of people, and there are a lot of local products and things like that that people can take. A lot of locals use the centre for gifts and different things like that too.

Ms LOVELL — Janelle, you talked about the Murray campaign region. Does Swan Hill have a seat on the campaign — —

Ms COUSINS — Yes.

Ms LOVELL — I thought when I was here last year and I spoke to you, you did not have.

Ms COUSINS — We did not then. Yes, I remember speaking to you.

Ms LOVELL — It is only just a recent appointment?

Ms COUSINS — Yes. In December last year they changed the constitution. Traditionally there was just a rep from Mildura, Albury and Wodonga, and now there are two from what they call the Swan Hill-Mildura region. There are six.

Ms LOVELL — Fantastic. I am really pleased that you finally have a voice on that committee.

Ms COUSINS — Yes. Thank you.

Ms LOVELL — But I just wanted to ask you about the Murray region. We heard yesterday a little bit of discontent with the fact that the region is so large, because it is so long and narrow and even dips down to include Shepparton.

Ms COUSINS — That is right, yes.

Ms LOVELL — There was some talk yesterday about maybe needing to sectionalise it, because you have the Upper Murray and Lower Murray and everything in between. What are your thoughts on the Murray region? Is it too large? Does it need to be rejigged?

Ms COUSINS — Swan Hill has been very supportive of the move to move into the Murray, so I probably do not think it needs to be split up. We seem to work well. Distance can be an issue, and that is what why we meet in Melbourne, because it is about the same sort of distance for everyone. Kay Demmery flies. But we usually try to avoid having a meeting in Albury or somewhere, because that obviously involves longer travel for someone.

The Murray has been promoted in the past as the Upper and Central Murray and all that sort of thing. I think now that so much money has been put into this new brand we need to get the whole Murray to embrace that, if we are going to be recognised in the marketplace by consumers. I think it probably needs to stay as it is. The challenge we have is that the Murray Campaign Committee is, as I said, a dual-state partnership with Tourism New South Wales and Tourism Victoria, and while a lot of campaign regions say we must be very lucky to get both dips of government money, it can be very frustrating trying to get both state governments to agree on different things that can be as simple as a logo or what goes on a website and things like that. Tourism New South Wales has not actually embraced its side of the river by calling it the Murray. It calls it the Heart of Country. So we have got other issues over there about renaming things. I think it would be better if it was kept consistent as the Murray region.

The CHAIR — Thanks, Janelle. Maybe, Geoff, you might be able to help me. What plans does the city have in relation to bringing the city precinct down to the river and actually doing a bit of an Echuca with the wharf? Is it planning to do that?

Mr GRAY — Council investigated this originally in 1997, and there did not seem to be a will at the time to embrace it. There are a couple of issues that we are working on at the moment. One is the judicial precinct. Probably, Mr Chair, you are saying, 'What the hell has this got to do with tourism, a police station?'. Whereas the police station is currently in the courts, subject to funding, members of Parliament, it is relocating down to the old technical school site. What we are hoping is that through the process we can open that up for public parkland areas. That is one issue that we are addressing as part of the master plan.

On the other side are the old VicTrack sites where there are old fuel depots, and we have had ongoing discussions with VicTrack, very convoluted discussions, about council taking over that land. We are now talking about a land swap to take over that land, which is adjacent. So we are gradually trying to build up a corridor. We have had preliminary discussions with the water authority about removing its purification plant, and we have had preliminary discussions about getting rid of the silos, because obviously in moving wheat and barley at this stage a lot of them

are moving to B-doubles, and we have traffic issues. So there has been some discussion. We have investigated putting a bridge over the railway line to try to take people down there. We have a master plan. That is being finalised, and once it gets finalised it will be broken up into stages. Obviously council has to allocate certain funding to that, and then we will be going to both levels of government, state and federal, to try to get concurrent or supporting funding to deliver.

The CHAIR — Just to finish off, one of the great jewels in the crown here is your world-class golf course. Have you got any quantitative data as to how much that brings into the city on an annual basis?

Ms COUSINS — No, we do not have a dollar figure as such, but it is certainly something in terms of market research and trying to get a reflection of the people who come here. I use their data quite regularly in terms of who is visiting, and they get about 50 000 people a year over there playing golf. It is fairly high, and it certainly is an iconic part of the Swan Hill region.

Ms TIERNEY — Where do they primarily come from — from South Australia as well?

Ms COUSINS — Yes, but the primary market is Melbourne and intrastate visitors.

The CHAIR — And intrastate; that is right. It has a very strong Victorian flavour, and the reputation is immense regarding what a great course it is.

Ms COUSINS — That is right, yes.

The CHAIR — Thanks very much for your time. We really appreciate your presentation, especially the work you put into the written presentation as well, Janelle. Within a couple of weeks we will give you a copy of the evidence that was taken by Hansard today, and you will be free to make any typographical corrections to that when you get it. That would be great.

Ms COUSINS — Great. Thank you.

Mr GRAY — Thank you, Mr Chair. Thank you, members.

The CHAIR — Thanks for your time, again.

Witnesses withdrew.